

2009 Missouri State of the State Information Technology Report

Douglas M. Young, Chief Information Officer

ITSD Mission

The mission of the Information Technology Services Division (ITSD) is to provide technology services and solutions for state of Missouri departments and agencies so that they can more effectively and efficiently fulfill their missions.



Highlights

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December 1, 2009

Jeremiah W. (Jay) Nixon
Governor



Douglas M. Young
Chief Information Officer

Kelvin L. Simmons
Commissioner

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Dear Governor Nixon:

In accordance with Executive Order 06-34, I am pleased to submit the *2009 Missouri State of the State Information Technology Report*. Information Technology Services Division (ITSD), Office of Administration, provides technology services and solutions for state of Missouri departments and agencies so they can more effectively and efficiently fulfill their missions.

It is our hope that this report will serve as a valuable review of our mission, history, top statewide IT accomplishments in 2009, as well as a highlight of planned statewide projects and initiatives for 2010.

Coupled with your leadership and support, ITSD is committed to transforming the work of state government through innovative technologies. Indeed, technology is critical in not only the day-to-day operations of state government, but to the future and strategic vision of the State of Missouri. Now, more than ever, technology drives successful public business practices, and serves as an effective tool to provide cost-effective and valuable service solutions to citizens.

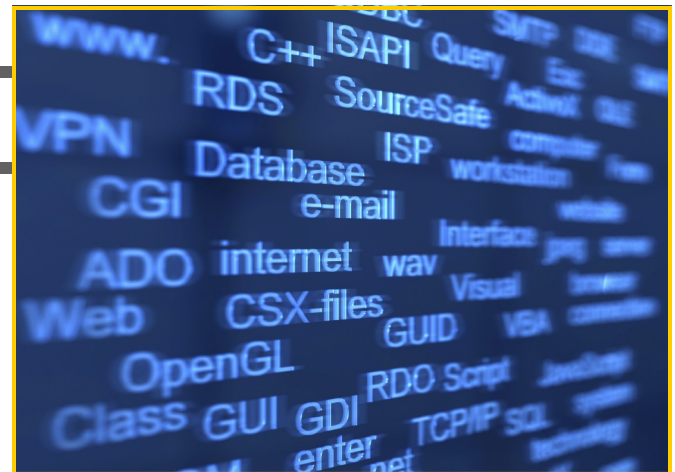
Please refer to this report, as well as our website at www.ia.mo.gov/itsd for the latest ITSD information and services year-round. Moreover, this report is housed on this same website for easy access.

Sincerely,

A handwritten signature in cursive script that reads "Douglas Young".

Douglas M. Young, Chief Information Officer
Information Technology Systems Division
Missouri State Office of Administration

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The Report History

The *State of the State Information Technology Report* is an annual review of statewide information technology accomplishments in the 2009 calendar year, as well as planned projects for the upcoming year for the Missouri State Government information technology (IT) community. The report encompasses all cabinet-level agencies within the consolidated IT environment, as well as other Missouri State Government agencies and offices that choose to participate.

Executive Order 06-34

Executive Order 06-34, dated October 11, 2006, provided for the renaming of the office, from the Office of Information Technology to the Information Technology Services Division (ITSD). This established and recognized the fundamental change of Missouri State Government's IT community to a consolidated structure, better positioned to coordinate and leverage the state's human and technical resources related to information technology.

The order further establishes a Chief Information Officer (CIO) designated by the Commissioner of Administration and serving at the will of the Governor. Key highlights of Executive Order 06-34 give focus and direction for the Information Technology Advisory Board (ITAB), enterprise IT architecture and communication standards, statewide policies, an information technology strategic plan, and the annual *State of the State IT Report*.

Information Technology Consolidation

As a division of the Office of Administration, ITSD's mission mirrors that of the department. It provides technology services and solutions to state departments and agencies so that they can more effectively and efficiently fulfill their individual missions. In essence, ITSD compares to a "utility" company for state government agencies, with utmost responsibility to maximize the state's investment in IT. Similarly, *ITSD Consolidation* is simply an extension of its core mission, and a strategy to achieve the key objectives of reliable, secure and available IT throughout state government.



As of July 1, 2006, all information technology staff, equipment and budgets, with the exception of elected official's offices, the judiciary, agencies governed by commissions as well as the Missouri State Highway Patrol, now fall under the direction of the CIO and are staff of the Office of Administration's ITSD.

This consolidation of IT personnel and resources fundamentally changed the CIO position from a collaborative decision and policy recommending role with the departments to a full budget-authority role with the ability to leverage both human and technical resources for efficient and effective government.

The initial *ITSD Consolidation* was primarily a financial consolidation. In 2009, real cost savings have been achieved through the vertical integration of enterprise services according to functional areas due to economies of scale and the fact that many tasks are identical or similar across the enterprise. For example, many areas of IT can be delivered with service-oriented management, and further efficiencies can be gained by consolidating those service areas in greater depth. IT has many key areas of support, including: end user, server, network, telecom, security, operations, application development, web development, and database.



The Report History continued...

ITSD Directly Supports the Following Agencies:

Department of Agriculture
Department of Corrections
Department of Economic Development
Department of Elementary & Secondary Education
Department of Health & Senior Services
Department of Higher Education
Department of Insurance, Financial Institutions &
Professional Registration
Department of Labor & Industrial Relations
Department of Mental Health
Department of Natural Resources
Department of Public Safety
Department of Revenue
Department of Social Services
Governor's Office
Lieutenant Governor's Office
Office of Administration

ITSD Provides Services to the Following Agencies & Offices:

Attorney General's Office
Auditor's Office
Department of Conservation
Department of Transportation
Office of State Courts Administrators
Secretary of State's Office
State Highway Patrol
State Treasurer's Office
State Water Patrol

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Mission & Strategic Direction



For the fourteen executive branch departments within ITSD, strategic direction is set forth through the CIO and the individual Service Level Agreements (SLAs) with each executive branch department. A third component supporting strategic direction comes from the work accomplished through the Information Technology Advisory Board's Architecture (Enterprise Systems) Steering Committee (ITAB).

ITSD Strategic Plan

Mission

The mission of ITSD is to provide technology services and solutions for State of Missouri departments and agencies so that they can more effectively and efficiently fulfill their missions.

The Outcomes and Measures

Three high-level outcomes comprise the over-arching direction of ITSD. With the role of providing services and solutions to State of Missouri departments and agencies, the successful delivery of the numerous and various support services by the division are key to Missouri State Government departments and agencies to accomplish their respective missions. Those three outcomes are:

- ~efficiently execute IT resources and systems
- ~ensure reliable IT systems
- ~sustain available IT resources

The performance measurement system includes key indicators for the state network, application performance, server and storage capacity, end user support, and administrative functions such as project management and staffing levels, disaster recovery, cyber security, etc.

Service Level Agreements

The individual Service Level Agreements (SLAs) serve as technology business plans for each agency served and are the foundational document between the consolidation IT units and the departments. Currently, SLAs are under revision for 2010.

Architecture Steering Committee

The technical direction for the state is set through the Information Technology Advisory Board Architecture Steering Committee (ITAB). This committee reviews all trends and best practices in the technology field and sets the standards and guidelines to which all technology investments in Missouri adhere.

In order to maintain consistency, ITAB continually works to review new technologies as they are introduced to the market and to sunset those current technologies as they become outdated. A full report on their methodologies, findings and artifacts can be found at <http://oa.mo.gov/itsd/cio/enterprisearch.htm>.



Top 2009 ITSD Statewide Accomplishments

The following is a list of accomplishments that ITSD achieved in 2009.

Cyber Security

On average, the State of Missouri withstands between 8-9 million malicious attack attempts to its systems per month. In response to the ever-increasing demand for proactive cyber security, ITSD launched a new cybersecurity.mo.gov website in the Fall of 2009. This portal provides more relevant and updated web security awareness information, to not only IT professionals, but to the citizens of Missouri. In addition, Twitter, Facebook and a new Blog were launched to deploy timely and interactive dialogue related to this critical IT issue.

Moreover, ITSD is currently operating an in-house testing phase of “Cyber Security Training”, with aspirations to roll out a state-wide interactive online training to all state of Missouri employees. ITSD believes security is not just IT’s business, but everyone’s business. It is critical that all associates play a vital role in protecting the confidentiality, integrity, and availability of information and services delivered by the State of Missouri.

Disaster Recovery

ITSD requested and received \$1.9 million as the first of a three-year investment in the creation of a disaster recovery site for open systems (i.e. Intel, Unix, AS/400) platforms in 2008. In 2009, the disaster recovery process was migrated from a physical tape to a virtual tape solution reducing the amount of tape kept for disaster recovery purposes from 11,000 to 1,000, and reducing the number of tapes moved offsite on a daily basis from 1000 to 50.

The first of three phases of the *SpringNet* open systems disaster recovery site has been implemented to serve as a secondary site for servers and I-Series equipment.

Recently, for the first time, servers and server applications were included in a disaster-recovery testing by establishing connectivity between the new *SpringNet* open systems disaster recovery site and the mainframe disaster recovery site in Gaithersburg, Md.



Green Initiatives

In an effort to reduce energy, staff time and other print and mailing costs, the following “Green” initiatives were implemented in 2009:

- Assisted the Department of Revenue with the migration of 1,500 reports to the Mobius electronic report distribution system, thereby eliminating paper and space while enhancing access.
- The State Data Center (SDC) de-commissioned 10 chassis in the physical server environment and virtualized over 50 servers during 2009. This reduced the state’s energy demands while providing a more flexible, robust environment for the applications that reside on the servers.
- Completed an initial *Green Information Technology Initiatives* report that recommended a green IT plan to address and reduce the state’s carbon footprint in three primary areas:
 - ~Asset management to encompass a product’s entire lifecycle - acquisition, utilization and disposal
 - ~Energy efficiency in the areas of desktop and data center/server facilities power management
 - ~Enabling green practices through the utilization of IT in areas such as e-government and telework (virtual office)



Top 2009 ITSD

Statewide Accomplishments continued...

MoBroadbandNow

In a public-private partnership effort with Sho-Me Technologies, a \$142.3 million initiative via federal recovery funds to significantly expand the reach of broadband Internet service in Missouri was jointly coordinated.

This five-year initiative would expand broadband accessibility to 91.5 percent of the total population, a significant increase from current projected accessibility of 79.7 percent. It would help lay 2,500 miles of fiber-optic cable and construct 200 new broadband towers across the state. To make this project feasible, the state of Missouri would provide \$26.3 million in matching funds if the application is approved, which would help purchase the equipment to connect the new fiber across the state.

The first-round federal review process is currently underway. Initial award announcements are expected in December 2009, with rolling awards to continue through 2010.

ITSD played a significant role in the research and planning during the federal Notice of Funding Availability (NOFA) phase, as well as the review and multiple stages of vendor interviews. If federal funds are awarded in 2010, ITSD will continue its partnership with the awardees for rollout of their approved applications.

Modernization

In 2009, strides were made in the area of modernization, which converts aging and potentially unstable and untrustworthy systems and processes into reliable, safe and economical modern systems.

The Office of Administration's Carpool Automated Reservation System (CARS) was one such modernization project. This system is used by state employees to reserve vehicles for use from the OA Carpool. There are currently 1,008 state employees set up in the system and permitted to utilize the carpool vehicles.

The system includes batch processes that create the billing records for the carpool usage that are interfaced into SAM II Financial. The system also interfaces with the Fleet Management System, while utilization records are interfaced and vehicle data is maintained in the Fleet system. Ultimately, this system converted an archaic paper trail (many spreadsheets) and labor-intensive process to a fully-automated and paperless system.

Network & Telecommunications

A number of network and telecom projects were successfully executed in 2009, including:

- An upgraded potential Internet access capacity by 500%. Aggressive pricing from MoreNet and upgrading key security equipment enabled the state to increase to 1Gb of Internet capacity at multiple connection points. Previous potential capacity for all connections was around 200Mb.
- Two demonstration projects for unified communications technologies. Research was conducted on the policy, financial, operational, and cultural issues related to migrating to the new level of communication technologies. ITSD continues to pursue the implementation of a unified communications environment.
- Several key backbone connections upgrades (from 1Gb to 10Gb on the core network), along with continued migration to the MPLS services for customer agencies. Several redundant fiber paths were added for campus and agency connections, avoiding at least two major outages due to electrical disruptions at major office buildings. Expanded use of our SolarWinds network management structure has enhanced capabilities for monitoring VOIP and wireless LAN services.



Top 2009 ITSD

Statewide Accomplishments continued...

Network & Telecommunications continued...

- Consolidated cellular voice and data tracking. The state was able to produce reports outlining areas where agencies could achieve significant savings on their cellular usage. ITSD will continue to work with agencies to economize wireless communication expenses.
- Expanded wireless LAN access services to additional buildings in the Jefferson City area. A multi-agency agreement also enabled a higher capacity feed for public Internet access at key locations in the Capitol and Truman Building.

SharePoint

SharePoint is a technology for building and supporting rich collaborative web sites that includes document management and workflow functions. In 2009, a *Shared SharePoint Infrastructure* (SSPI) was developed to support *SharePoint* sites for any state agency. Both Intranet and public web sites are supported. SSPI is governed and operated by two inter-agency teams representing ITSD and other agencies.

The first active web sites were utilized, with several others in development in 2009. SSPI is designed with the capacity to support a fast growing set of web sites and document libraries. Governance and operations will be shared by inter-agency teams, but development will be supported at the agency level.

One such example is Higher Education (DHE). Training sessions were set up with each group/section in DHE to better acquaint the users to this new software. DHE witnessed improved coordination and communication within the department. DHE also utilized *SharePoint* for various projects they collaborated on within their department as well as within the IT community. Again, DHE expressed that this system effectively improved communication and saved significant IT staff time.

There is considerable opportunity for more widespread adoption and enhanced usability and productivity moving forward in 2010.

State Data Center (SDC)

In 2009, ITSD established an open-systems disaster recovery site that realistically serves as a secondary site to ensure hardware and software is effectively utilized in both physical sites. Additionally, ITSD consolidated the Department of Agriculture's computer room into the SDC virtual center environment, helping avoid annual expenses in the range of \$18,000-20,000.

Likewise, ITSD assumed responsibility for all Office of Administration servers and will continue consolidating them into the SDC virtual environment through 2010.

Online Services and Web

Citizen Engagement and Participation

An increase in online citizen engagement and participation was experienced in 2009. This was achieved by the addition of social media sites and forms to encourage citizen engagement. Examples include a plethora of feedback and contact forms, ideas and proposals submitted by citizens via Transform Missouri, and online registration for the Next Generation Jobs Team and Elevate America programs.

Content Management Systems

Content management systems were implemented that reduced the need for direct ITSD intervention in the day-to-day operations of many web sites.



Top 2009 ITSD

Statewide Accomplishments continued...

Online Services & Web continued...

Geographic Information System (GIS)

GIS projects were also incorporated, adding spatial components to data and information where possible. This will continue to be a priority in 2010. Department of Natural Resource's Water Protection data maps, the Lake of the Ozarks' Water Quality Study maps, and Agriculture's Farmer's Market maps are a few illustrations using this technology.

Interactive Social Media

ITSD has truly embraced and integrated interactive social media into the mainstream of effective IT solutions in 2009. The following communication forums are a sample of the new social mediums being successfully utilized throughout state government:

- ~Blogs
- ~Facebook
- ~Flickr
- ~RSS Feeds
- ~Twitter
- ~Wikis
- ~YouTube

In essence, these additional communication venues provide more touch points to effectively feature timely news and announcements, and ultimately show value of state government to its citizens. It has paved the way for reaching boarder audiences and increasing awareness of the vast array of programs and services throughout the state.

Paperless Conversions

ITSD continued to eliminate and streamline paper processes by moving registration and data collection forms to the web. In addition to the Carpool Automated Reservation System mentioned previously, other examples include the Governor's Conference on Agriculture registration, Faith-Based Organization Disaster Initiative conference registration, Landfill gas-data collection and sensitive crop registration.

Security

ITSD has identified and eliminated security vulnerabilities in more than 375,000 web pages during 2009. Several content management systems, that were vulnerable to manipulation and/or contained serious vulnerabilities, were also eliminated and replaced.

State Portal (Mo.Gov)

A redesign of the state portal was implemented adding a significant number of links to the site, including links to social media sites, rss feeds and email distribution lists. An enhanced search of state content provides for type-ahead suggest. Enhanced keyword and category search of state online services were also new additions this year.

Stimulus Tracking and Reporting

The State of Missouri team is responsible for tracking income and expenditures related to the American Recovery and Reinvestment Act (ARRA) of 2009 and reporting those activities back to the Federal government. ITSD played a role at the agency level, helping agencies with the systems they used for tracking activity related to ARRA. ITSD was also greatly involved in the State's effort to report to the Federal government via the *Stimulus 360* system.



Top 2009 ITSD

Statewide Accomplishments continued...

Online Services & Web continued...

Included in this project was evaluation of reporting options and systems, the negotiation and management of a contract for consulting services, hardware and software implementation, software customization, system support, user support and training, and configuration of granular user access—all while maintaining network security and support for importing and exporting data to and from *Stimulus 360* and reporting of data.

The State of Missouri successfully reported on the first day allowed by the Federal government and successfully met the October 10, 2009 deadline for reporting on quarter three activities.

Transparency/Data Exports

ITSD continues to work on increasing the openness and transparency of government. In 2009, a “STIMULUS” tab was added to the Missouri Accountability Portal (MAP), allowing citizens to track income and expenditures related to the American Recovery and Reinvestment Act of 2009. Data exports and easy-to-use graphs were also added to the Missouri Accountability Portal on detail pages and a “Data Download” feature was added to the Missouri Accountability Portal that allows anyone access to the data behind the portal. Data downloads are also available on the Lake of the Ozarks Water Quality Study web site.



Highlight of 2010 Planned Projects

2010 will bring the continued implementation and enhancement of 2009 top initiatives, such as: MoBroadbandNow, Stimulus 360, Online Services and Web Presence, Cyber Security, Green Initiatives, and Modernization to name a few. In addition, a sampling of specific agency-planned projects for 2010 are showcased below.

Conservation

Agent Smart Phone Technology

Smart phone technology is envisioned as a tool that enables conservation agents improved collaboration and productivity in addition to improved customer service and response time. It is also viewed as a tool that will improve services provided to the public by providing access to wildlife permit sales and hunter harvest information. Information portability is seen as a critical component to allow staff to perform more of their job responsibilities where the actual work is located – in this case, the field.

Corrections

Offender Management System Replacement

A number of projects to replace portions of the *Offender Management System (OPM)* will take priority in 2010. The current *OPM* system has been in production since 1998 and was developed using green screen technology, which is becoming obsolete and costly to maintain.

The 2010 development effort will be planned and implemented in conjunction with other states as part of the National Consortium of Offender Management System (NCOMS). This will present opportunities to realize significant efficiencies by building on existing code that has already been developed by other states. Hence, efforts will be focused on modules utilized by the Division of Probation and Parole and modules that support the Missouri Re-entry Process (MRP) such as assessments, offender management plan, and program tracking.



Economic Development

Video Conferencing

During 2010, Economic Development will work with the Division of Workforce Development to implement video conferencing equipment in 42 Career Center locations throughout the state. This will equip the veteran representatives, as well as set up conference rooms in each location. In addition to enhancing the meeting facilitation, the equipment will allow for more training opportunities for state staff and career center customers. The division will experience reduced travel cost and an increase of customer services offered.

Elementary & Secondary Education

Modernization

A project to replace the current client management and financial system for the Vocational Rehabilitation section of DESE is underway. This project will replace a nine-year-old Lotus notes-based system which has not kept up with current technology and business needs. The current outdated system is based on Lotus documents, requiring any data needed by the business staff to be extracted by IT personnel.

In addition, the system is desktop based, which requires new installations to be pushed out and data to be replicated to each of the 23 offices on a nightly basis. The new system will be web-based, and permit counselors to access a data connection to the system, even when working from a client's home. This will allow changes to take effect immediately and eliminate the need for data replication. Moreover, data will be more readily accessible to the DESE-VR business staff in order to make more timely and effective decisions.



Highlight of 2010 Planned Projects continued...

Health & Senior Services

Legacy Application Modernization

A priority during 2010 will be the continued modernization and implementation of vital records (birth and death certificates), immunizations registry, and senior and disability services.

Highway Patrol

Network Upgrade for Patrol Sites

The Highway Patrol is in the process of a major network upgrade. Often referred to as *Next Generation Network* (NGN), it will bring the current communication capabilities in line with state-of-the-art technology. The outmoded frame relay protocol will be replaced with the new and more powerful MPLS protocol. The first phase of this upgrade has commenced with the installation of the DS3 backbone and two data circuits. One has already been implemented for the Driver Examination Division, DED, and the other as a test circuit to facilitate the remaining upgrade.

Insurance, Financial Intuitions & Professional Registration

NAIC's State Based Systems (SBS) Backfill

Once the final migration of insurance consumer and company data to the National Association of Insurance Commissioners (NAIC) State Based Systems (SBS) is complete (another significant planned project), additional subsystems must be written to retrieve data from SBS to produce invoices and/or reports not currently available in SBS. These systems may also include access to unique historical company, producer, and consumer information not migrated to SBS. Additionally, several unique existing subsystems will have to be re-written, leveraging newer technologies.

Labor & Industrial Relations

Unemployment Insurance Modernization & Business Process Reengineering

This project will provide total replacement of the core Division of Employment Security (DES) business systems. DES had an analysis completed in June, 2008 and is in the process of having a business process reengineer conducted which will be completed in December 2009 and will provide information for a build-and-design project.

A document outlining all current system flows and recommendations for efficiencies will be derived from this process. The planned changes will significantly revise and improve the way external stakeholders communicate with DES and how DES communicates with stakeholders through numerous online services. It is anticipated the writing of this critical document will begin in 2010.

Mental Health

Implementation for Provider Communities (CIMOR)

CIMOR implementation for the Division of Developmental Disabilities providers will be completed in May 2010. Functional and performance enhancements in preparation for the Division of Comprehensive Psychiatric Services are planned to be completed by September 2010, with a rollout to their providers to follow. Further implementation of CIMOR will enable retirement of legacy systems that are becoming more complex and costly to support.



Highlight of 2010 Planned Projects continued...

Natural Resources

Soil and Water Information Management System GIS

The DNR Soil and Water program will be integrating GIS functionality into the current Missouri Soil and Water Information Management System (MoSWIMS) application. The GIS functionality will provide the Soil and Water Program with the ability to digitize their soil and water practices to geographically represent where practices are located and what features exist at each location.

The GIS functionality will also provide a realistic representation of the work accomplished at each site. The functionality will drive efficiencies in DNR's decision making process and make the best use of available funds for soil conservation management, based on actual geographic information.

Public Safety

Online License Renewal Application

An online accessible license-renewal application will be instituted, allowing businesses who sell alcohol in their establishment to fill out and mail in their payment. This will streamline the license renewal process, saving the agency of Alcohol and Tobacco Control significant mailing costs.

Revenue

"Green" Initiatives

In an effort to reduce energy, staff time and other print and mailing costs, the following four "Green" initiatives will be deployed in 2010:

- Migrate existing paper reports into the MOBIUS online environment to eliminate printing, thus saving paper and reducing printing costs.

- Institute electronic notifications to citizens (via email), reducing the effort currently required to print and mail such notices.

- Market the online plate renewal capability offered via PLATES.MO.GOV to citizens, gaining a greater participation level, with emphasis on the 'green' potential (eliminate a trip to the License Office, etc.) and the ability to receive the enhanced tabs, etc.

Social Services

Medical Assistance Spend-down Bill Tracking

Medical Assistance Spend-down is a program that provides MO HealthNet benefits to elderly and disabled citizens that have income high enough that a monthly deductible must be met before coverage begins. Recipients may choose to pay a premium in the amount of the deductible to gain eligibility for the entire month or present bills for incurred medical expenses to their eligibility specialist. Eligibility starts on the day of the month when the medical expenses meets the client's spend-down (deductible) amount and runs through the last day of the month.

In 2010 an enhancement will be implemented to allow eligibility specialists to enter medical expense information into an automated system. This system will use this data to automatically calculate the total amount billed, the dates of coverage and apply periods of eligibility without further action from a staff member.



Highlight of 2010 Planned Projects continued...

Transportation

Road Weather Information System

A Road Weather Information System (RWIS) is a unique system consisting of several meteorological stations strategically located alongside the highway that allow staff to make more informed decisions during winter storms. Specialized equipment and computer programs monitor air and pavement temperature to issue forecasts regarding how winter storms impact the highways and bridges. This gives response crews the opportunity to utilize anti-icing/de-icing chemicals more efficiently, make optimal use of materials and staff, and use these and other anti-icing techniques developed through years of research. There are three sensors currently in place in which this system will connect to for information.

This project would target the I-44 corridor where several winter storms typically track each year. A maximum of 13 sensor locations would be installed initially. The RWIS project will provide critical information needed in order to proactively respond to winter events, optimize efficiency of staff and materials, and more effectively provide preventative maintenance services.



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